

**The Indiana Institute  
for School Leadership Teams**

## **The Summer Academy I**



**July 15-17, 2008**

**Indianapolis, IN**

## **Daily Schedule**

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Source for quote on Page 1: <sup>1</sup>The Wallace Foundation, (2006). *Leadership for learning: Making the connections among state, district and school policies and practices*. Retrieved July 4, 2008 from <http://www.wallacefoundation.org/KnowledgeCenter/KnowledgeTopics/CurrentAreasofFocus/EducationLeadership/BecomingaLeaderPreparingPrincipalsforToday'sSchools.htm>

# Welcome!

We are glad you are here to participate in our first annual Summer Academy I of the Indiana Institute for School Leadership Teams. We have been planning since January for these three unique days for your school. Why are we focusing on building strong school leadership teams?

Because “a growing body of evidence has highlighted this basic fact: Behind excellent teaching and excellent schools is excellent leadership.”<sup>1</sup>

And in Indiana, *all* of our students deserve excellent schools! How will this Summer Academy lead to high quality teaching and leadership and students who are excelling? The Academy provides three days of uninterrupted yet guided time for your School Leadership Team to learn and work together on a task that you select as having high potential for improving student achievement. In fact, during these three days, you will have over 13 hours of Team Time to work together as well as numerous activities to increase your effectiveness as a team.

Earlier, we asked you the focus areas that you wished to pursue and we responded by providing you with eight topical sessions from highly experienced practitioners. These educators are available at your request to meet and work with you on Tuesday.

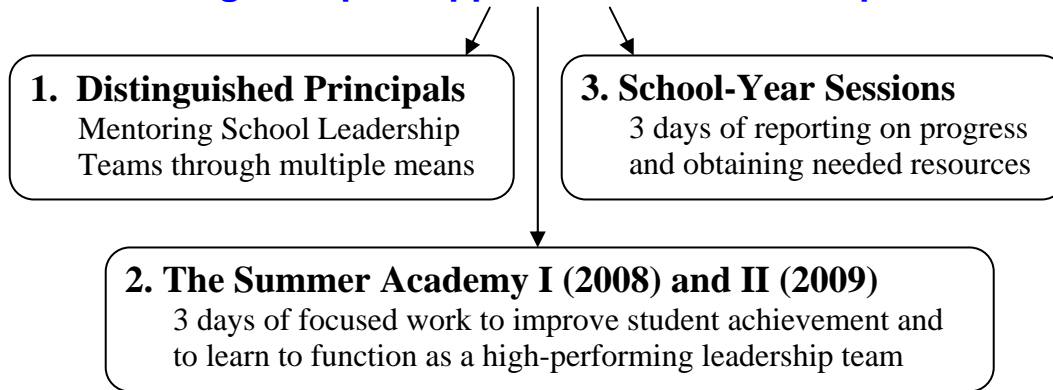
The Summer Academy is based in the Authentic Task Approach (ATA) model developed by West Ed. We are fortunate to have two skilled ATA facilitators with us – Cheryl and Nick – who have spent months planning with us, as has Jayne from Great Lakes East Comprehensive Center.

We believe that your skilled leadership can lead to excellent instructional practices during the two years of the Institute, which, will in turn, lead to increased student learning! Thank you for sharing this vision with us!

*Lee Ann Kwiatkowski and The Planning Team*

## Overview of The Indiana Institute for School Leadership Teams

### ➤ Providing multiple supports to schools in improvement



## Purposes of The Summer Academy

For the School Leadership Teams to:

1. Obtain increased understanding and participation as a team member, moving towards becoming a highly-functioning team.
2. Practice disaggregating student data to determine specific findings regarding achievement and prepare to instruct peers on the importance and use of data when returning home.
3. Analyze the data to determine appropriate practices, especially for underperforming students and student groups.
4. Determine and begin to develop a project and/or task that when successfully implemented at a high-level in all classrooms has the potential of increasing student achievement.

## Tuesday, July 15 – Schedule

7:30	Registration - Breakfast	Suites 8-9-10
8:00	Welcome - Linda Miller, IDOE, Assistant Superintendent for School & Student Academic Support	Suites 8-9-10
8:20	Overview of the Indiana Institute of School Leadership Teams - Lee Ann Kwiatkowski, Director of the Office of Title I Academic Support	Suites 8-9-10
8:35	Overview of the Summer Academy - Cheryl Williams Pre-Academy Survey	Suites 8-9-10
8:50	School Team Networking Activity: Cheryl Williams & Nick Hardy	Suites 8-9-10
9:35	Differentiated Accountability Model and Overview of ISTEP+ - Lee Ann Kwiatkowski	Suites 8-9-10
10:30	Team Time: “Working with Student Data” <ul style="list-style-type: none"><li>o Beardsley (Elkhart) with Jayne Sowers, Sarah Pies</li><li>o Caze (Evansville) with Laura Cope</li><li>o Columbia (Hammond) with Lee Ann Kwiatkowski</li><li>o Elder Diggs # 42 (Indianapolis) with Brenda Martz, Kylee Bassett</li><li>o Ivanhoe (Gary) with Teresa Neely</li><li>o Resource Room</li></ul>	Suite 662 Suite 664 Suite 666 Suite 668 Suite 676 Suite 665

# Tuesday, July 15 – Schedule – *continued*

12:00	Lunch	Metro Suite (1 <sup>st</sup> Floor)
1:00	Guest Superintendent: Dr. Peggy Hinckley, MSD of Warren Township: “The 8-Step Process to Continuous Improvement of Instruction”	Metro Suite (1 <sup>st</sup> Floor)
1:45	Break – Transition	
2:00	Team Time: “Moving Ahead with Our SL Team Task”  ➤ Resource Room is open in Suite 665	Assigned Suites 662, 664, 666, 668, 676
5:00	Break	
6:00	Dinner	Suites 8-9-10
6:45	Break – Transition	
7:00-8:00	Activity: “Compass Points: An Exercise in Understanding Preferences in Group Work” - Cheryl Williams	Suites 8-9-10

# Wednesday, July 16 – Schedule

7:30	Breakfast	Suites 8-9-10
8:15	Panel: “Insights from Distinguished Principals” <ul style="list-style-type: none"><li>Elizabeth Odle from Indianapolis Public Schools</li><li>Gary Gilbert from MSD Pike Township</li><li>Julie Bakehorn from Indianapolis Public Schools</li><li>Kristie Sweeney from Lighthouse Charter Schools</li><li>Phil Talbert with MSD Warren Township</li><li>Steve Foster with MSD Warren Township</li></ul>	Suites 8-9-10
9:00	Break – Transition to Topical Sessions	
	<b>Topical: Data Driven Dialogue</b>  Are there efficient and helpful ways to help adults discuss and analyze data? We know the importance of looking at data with teachers and other colleagues; it is a requirement of most school improvement planning processes. The article “ <i>Navigation – Charting a path through a sea of information</i> ” by Wellman & Lipton will be the focus of this topical. Participants will learn about and discuss a three-step process to follow to talk about data with others, leaving with an understanding of how to apply this process to any data conversation from a full staff meeting to a grade level briefing.  <i>Presenter:</i> Nick Hardy	Crosspointe Suite Main Floor
	<b>Topical: Do You Believe?</b>  Collaboration, planning, sharing a data framework and having common understandings can lead to effective data meetings. It is in knowing where you are that you can begin the journey to where you want to go.  <i>Presenter:</i> Honey Poole	Suite 13 2 <sup>nd</sup> Floor

# Wednesday, July 16 – Schedule, *continued*

**Topical: Effective School Leadership Teams**

Suite 14  
2<sup>nd</sup> Floor

What makes a school leadership team effective? We know from our experience and from research that whatever we do must be focused on the right work to achieve results. This topical focuses on concepts from “*School Leadership that Works: From research to results*” (Marzano, et al, 2005), including the seven Leadership Team Responsibilities and Actions that impact student achievement. Special focus will be on the team action, “Knowledge of curriculum, instruction and assessment.

*Presenter:* Cheryl Williams

**Topical: Practical Applications of the 8-Step Process**

Executive  
Boardroom  
Main Floor

This session will focus on the 8-Step Process and how to successfully implement effective approaches within a school to improve student learning and achievement through a continuous improvement process. This topical is part of the Effective Schools Movement and research of Larry Lozotte, Ron Edmonds and Wilber Brookover. Practical applications and examples will be shared that will increase student achievement and result in higher test scores!

*Presenter:* Phil Talbert

**10:10      Activity: Reflection of the Topicals, Strand 1**

(same  
rooms as  
above)

**10:30      Transition to Topical Sessions, Strand 2**

# Wednesday, July 16 – Schedule, *continued*

**Topical: Communication Strategies that Work**

Suite 14  
2<sup>nd</sup> Floor

Whether you are discussing student achievement data or parent outreach strategies, *how* you communicate is critical. Research shows that how teachers interact with each other may be critical to the effects of school change on students. During this topical, the 7 Norms of Collaboration are presented, focusing leadership conversation on results and the involvement of all team members. The session includes using an inventory that indicates the consistency of your personal behavior as well as the group’s behavior.

*Presenter:* Cheryl Williams

**Topical: Curriculum: A Critical Piece for Student Achievement**

Crosspointe  
Suite  
Main Floor

What is a curriculum and what is its role in school improvement? Learn the components of a strong curriculum and determine how your school curriculum measures up. Is your district embarking on curriculum mapping to develop a rigorous curriculum, aligned to the state standards? What does this mean for your school and how can you get started?

*Presenter:* Jayne Sowers

**Topical: Rituals, Routines, and the Non-negotiables for School Improvement**

Suite 13  
2<sup>nd</sup> Floor

This session will help schools to evaluate the procedures that impact the instructional day. By providing ideas, dialogue, and planning time around routines critical to supporting academic achievement schools will be able improve the climate of their building and increase learning time.

*Presenter:* Kristie Sweeney

**Topical: Reading Comprehension: Data & Instruction**

Executive  
Boardroom  
Main Floor

We will use the Developmental Reading Assessment (DRA) grade 3 sample reading scores to determine the trends within the data. What do we notice as students’ strengths and obstacles? This analysis will guide the identification of a few reading strategies including *QAR Now: Question Answer Relationships*. A few examples of individual student, classroom, and school-wide data collection will be shared.

*Presenter:* Jessica Heidelberg

# Wednesday, July 16 – Schedule, continued

11:40	Activity: Reflection of the Topicals, Strand 2	(same rooms as above)
12:00	Lunch with Role-Alike Group	Metro Suite
	o <i>Principals</i> with Lee Ann and Cheryl	
	o <i>Teachers</i> with Laura and Brenda	
	o <i>District Staff</i> with Teresa and Jayne	
	o <i>Data Staff</i> with Nick and Sarah	
1:00	Transition	
	- Principals continue to meet with Lee Ann and Cheryl until 2:00 p.m.	
1:10	Team Time	Assigned Suites 662, 664, 666, 668, 676
	➤ Resource Room is open in Suite 665	
4:30	Break	
5:00	Dinner and Celebration	Metro Suite
6:15	Break – Transition	
6:25-8:00	Optional Activities	Metro Suite or Assigned Suites
	o Displaying Data with Nick Hardy	
	or	
	o Additional Team Time	

# Thursday, July 17 – Schedule

7:30	Breakfast	Suites 8-9-10
8:15	Transition	
8:25	Team Time	Assigned Suites 662, 664, 666, 668, 676
	➤ Resource Room is open in Suite 665	
10:30	Break – Transition	
10:40	Activity: “Team Share with Reflective Partner”	Suites 8-9-10
11:40	Break – Transition	
11:50	Lunch	Metro Suite
12:25	Acknowledgments Next Steps	Metro Suite
1:00	Break – Transition	
1:10	Team Time: “Continuing the Journey”	Assigned Suites 662, 664, 666, 668, 676
	♦ Post Academy Evaluations	
	➤ Resource Room is open in Suite 665	
4:00	Turn in projects - - - Safe Travels!	

Mark your calendars for our next time together at the  
  
Institute’s School-Year Sessions  
  
October 16 ♦ January 15 ♦ April 16

# Presenters' Biographies

**Bakehorn, Julie.** Julie, using her success and competitive drive as a coach, has led one school through improvement and is starting that task with another. Beginning her career as a teacher of physical education, Julie moved into an assistant principalship and two years later into the role of principal of George Fisher Elementary School #93, Indianapolis Public Schools. Change occurred quickly with George Fisher moving from Level 1 school improvement status to achieving AYP within one year, and continuing to do so for four consecutive years. The school received the INSAI Top Gainer Award for 2004-05 and 2005-06. Julie takes on a new challenge this fall as principal at Brookside Elementary School #54, IPS.

**Foster, Steve.** According to Steve, “Educators should have a passionate commitment to their profession with a desire for continual self-improvement” – and Steve embodies that commitment, professionally and personally. He is currently the principal of Lakeside Elementary in Warren Township, leading the school to being a National Blue Ribbon School in 2007 and a Distinguished Indiana Title I School in 2005 and 2007. Recognized for his collaborative leadership style, Steve was appointed to the Middle School Improvement Team to coach and facilitate principals at underperforming middle schools in his district. Steve is dedicated to children around the world through his educational work in the West Indies, with Ambassadors for Children and the Catholic Refugee Program.

**Gilbert, Gary, Dr.** Teacher, principal, district director, superintendent – these are the professional roles Gary has served in over the past 25 years. Beginning as an elementary teacher in Seymour and serving as a superintendent for Clinton Central, Gary recently moved from the principalship at an elementary school in Pike Township to the Director of Educational Support Services. As a Distinguished Principal, Gary led his Title I school through the improvement process being recognized as Indiana’s Title I Distinguished School for closing the achievement gap. The Indiana Association of School Principals recognized Gary for his achievements at Seymour Community Schools by presenting him with the Principal of the Year Award in 1989 and 1996. Gary also has served as a facilitator for the Indiana Principals Leadership Academy.

# Presenters' Biographies, *continued*

**Hardy, Nick.** Nick, visiting Indianapolis from Woburn, Massachusetts, brings unique skills and expertise to the Summer Academy. With more than thirty years in the education field, Nick served as a teacher of the language arts and gifted and talented, as a school principal, and as an educational consultant. His areas of expertise include school improvement, leadership, data driven decision-making, curriculum improvement and professional development. He was the executive director of the New Hampshire Association for Supervision and Curriculum Development (ASCD) and received the New Hampshire Excellence in Education Award in 2004 from the New Hampshire ASCD.

**Heidelberg, Jessica.** Beginning her career as the 2000 Outstanding First Year Teacher, Jessica has continued to receive recognition of her extraordinary abilities and commitment to education as the recipient of the 2006 Milken National Educator Award for Indiana, selected as the 2006 Washington Township Teacher of the Year, and awarded the 2003 Lilly Teacher Creativity Fellowship. As a National Board Certified Teacher, Jessica has served as an elementary classroom teacher, literacy specialist, and a Title I literacy impact teacher.

**Hinckley, Peggy, Dr.** As superintendent of the MSD of Warren Township, Peggy has led the district the last seven years in closing the achievement gap; restructuring the school schedule to allow for increased time for student remediation, maintenance and enrichment; and resolving budget issues. The district received the 2005 Magna Award Citation from the American School Board Journal for its accomplishments in closing the achievement gap. Peggy has received awards such as the 2007 Legislative Champion from the Indiana Association of Adult and Continuing Education; the Outstanding Educator Award in 1998; and the 1995 Superintendent of the Year. Prior to Warren Township, Peggy served in LaPorte and Hobart in various roles – superintendent, administrator and teacher. Peggy’s commitment to education in Indiana is demonstrated through her service on numerous committees, councils, and boards.

**Kwiatkowski, Lee Ann.** Among her multiple duties as the Director of the Office of Title I Academic Support, Lee Ann is the lead member of the Indiana Institute for School Leadership Teams. Before coming to IDOE in 2005, Lee Ann served as a Title I facilitator for the Indianapolis Public Schools. Prior to working at the central office, Lee Ann was a Title I teacher and a classroom teacher for IPS, being awarded the 2001 Teacher of the Year for School #54 and the 1988 Teacher of the Year for School #61. Lee Ann currently serves as a regional representative for the National Association for State Title I Directors.



## Presenters' Biographies, *continued*

**Odle, Elizabeth.** In her 17 years as the principal of Washington Irving Elementary Indianapolis Public School#14, Elizabeth has consistently led her Title I school in meeting AYP. With her background as a social worker, Elizabeth is committed to the community serving on numerous boards, such as: Community Action against Poverty, College Mentors for Kids and the Coalition for Homeless Initiative Programs. Others have recognized Elizabeth for her efforts as she is the recipient of the Girls, Inc. Touchstone Award, H. Dean Evans Community Servant and Leadership Award, IEA's Martin Luther King - Human Rights and Leadership in Education Award and the IUPUI Philanthropic Community Leader Award. Elizabeth has been featured in the NUVO news and the IUPUI Alumni magazine as an outstanding educational leader. She is a long-time public education advocate who has dedicated her efforts to ensuring that all decisions are made with the whole child in mind.

**Poole, Honey.** “Is this decision the best we can make for a child?” is the guiding principle for Honey – underlying her life-long commitment to the children of Indianapolis. For 38 years, Honey has served as a teacher-learner in the Indianapolis Public Schools, as a classroom teacher grades K-6 and language arts teacher in 7-8 grades. With her administrative license from Butler University, Honey became a principal at IPS and continued in that position for 22 years with 5 years as a Reading First principal. During that time, she served as a mentor to administrative interns and practicing principals; opened a new elementary school with a staff of 24, 17 of whom were first year teachers with many of them now holding leadership positions in the district; instituted practices resulting in African-American students achieving at a rate similar to or better than white students; and developed a cooperative teaching model with extended time interventions to increase the achievement of students with disabilities.

**Sowers, Jayne, Dr.** Jayne, a member of the Planning Team of the Indiana Institute for School Leadership Teams, works at the Great Lakes East Comprehensive Center which serves the state education departments of Indiana, Ohio, and Michigan in implementing No Child Left Behind. She makes frequent trips to Indiana from her home in Chicago to partner with IDOE. While a native of Indiana, her studies and employment took her to numerous states and countries teaching students with disabilities, students learning English as a second language, and young children. Jayne is the author of several books including “Language Arts in Early Childhood Education (2000) and “Creating a Community of Learners: Solving the Puzzle of Classroom Management” (2004).

## Presenters' Biographies, *continued*

**Sweeney, Kristie.** “Objective: To work in a culturally rich community extending my expertise and knowledge in developing a collaborative learning community”– such is the professional goal of Kristie, one that she has achieved as a teacher and principal in Indianapolis Public Schools. As an elementary teacher and a Title I teacher and facilitator, Kristie became a principal after only 10 years as an educator. During her three years as principal of TC Steele Elementary School #98, Kristie led the school to meeting AYP in her second year. The school's accomplishments in mathematics were recognized in IDOE's newsletter, “Education Matters.” Kristie's efforts included bringing together the community, parents, and school staff to develop practices that were consistent with the school's multicultural student population. Kristie currently serves as regional director for Lighthouse Academies charter schools in Indianapolis.

**Talbert, Phil.** Phil has served as principal at Hawthorn Elementary School in MSD Warren Township since 1996, leading this Title I school in meeting AYP for two consecutive years. Phil began his career as a fifth grade teacher, later teaching other elementary grades and serving as the District Director of Special Programs, responsible for Title I, ESL, Summer School, Gifted and Talented, Year-Round School, Reading Recovery, and grants. Phil serves on the board of Learning Well, Inc. and the Warren Arts and Education Foundation and is often found presenting at state and national conferences on the topic of reading. He served as president of the Indiana Reading Association in 1993-94, as a member of the Blue Ribbon Committee on Reading Instruction for Warren Township, 2005-07 and on the advisory board of the Hawthorne Community Wellness Center from 1998-2004.

**Williams, Cheryl.** Cheryl, a member of the Planning Team for the Indiana Institute for School Leadership Teams, has grown accustomed to flying from her home in New Hampshire to Indianapolis. Her experience and expertise have proven invaluable to the Institute's Planning Team. Cheryl is a master facilitator and trainer, providing planning, professional development and workshops across the United States. She is currently working with the New Hampshire Department of Education, the Boston Public Schools, and the Utah Department of Education. Cheryl's focus areas include long-term school improvement with an emphasis on system change, organizational planning and development, leadership training, and high-performance team development.

*Thank you for attending The Summer Academy!*